Roles & Functions of Management

DR. SATYABRATA DASH
PROFESSOR IN MANAGEMENT

What is Management?

Management has been defined by different thinkers of Management as :

- **F W Taylor :** Management is an art of knowing what is to be done and seeing that it is to be done in the best possible manner.
- **Henry Fayol :** Management is to forecast, to plan, to organise, to command, to coordinate and to control the activities of others.

Contd...

What is Management?

- **Mary Parker Follett :** Management is the art of getting things done through others.
- **Koontz and Weihrich :** Management is the process of designing and maintaining an environment in which individuals working together in groups, efficiently accomplish selected aims.
- Management is the force that unifies human as well as non human resources in the service of organisational goals.

Nature of Management (Cont…)

- Organized activities
- Multi-disciplinary
- Relative not absolute principles
- Management as Science or arts
- Management as profession
- Universal in nature
- System of authority
- Group activity
- Intangible process
- Goal oriented

Nature of Management

- Dynamic or Growth oriented
- Decision making process
- Integrating process
- Social Process
- Continuous process
- An Art as well as a Science
- Existence of Objectives
- Relationship with resources
- Working with or through people

Purpose/Objectives of Management

- Optimum utilisation of Resources
- Achievement of Goals
- Growth & Development of Business
- Performance improvement
- Profit maximisation
- Higher Productivity

contd....

Purpose/Objectives of Management

- Better quality Products
- Better Working environment
- Satisfied Workforce
- Customer satisfaction
- Effective Leadership and Motivation
- Better Industrial Relations
- Minimisation of Wastages and Cost

Functions of Management

- **Planning :** Deciding in advance what to do, when to do, how to do, and who is to do.

- **Organising :** Arranging people and activities to facilitate achievement of organisational goals. (departmentalisation, hierarchy and delegation of authorities & responsibilities)

Contd...

Functions of Management

- **Staffing :** Positioning right people at right positions in the organisation through recruitment, selection, placement, induction, transfer, promotion, and training & development of employees.

- **Directing :** Communicating people what to do, motivating and leading them to do it to the best of their ability in order to achieve organisational goals.

Contd....

Functions of Management

- **Coordinating :** Integrating and synchronising group efforts and unity of action (of all the people and activities of all the departments with proper amount, timing and quality of execution) for achievement of organisational goals.
- **Controlling :** Evaluating performance through measurement and comparison with the standards as set by planning and making corrections of deviations to assure attainment of objectives according to plans.

Layers of Management

- Operative management
  - coordination and control of direct work
- Business operations management
  - competition, markets, resources
- Strategic management
  - long term planning, visions, 'reading' the environment
- Institutional management
  - legitimating, society, 'lobbying'

Who is a Manager ?

Managers are an important part of every organization. They facilitate to achieve desired organizational goals through effective and efficient utilization of human and material resources. In fact, successful managers do not wait for future, they make the future by anticipating and adjusting to changing circumstances in an intelligent manner.

Key personal characteristics for Managerial success

- Result orientation/Goal orientation
- Interest in influencing others
- Positive attitude
- Self confidence
- Proactiveness
- Foresightedness
- Intelligence
- Creativity

Contd…

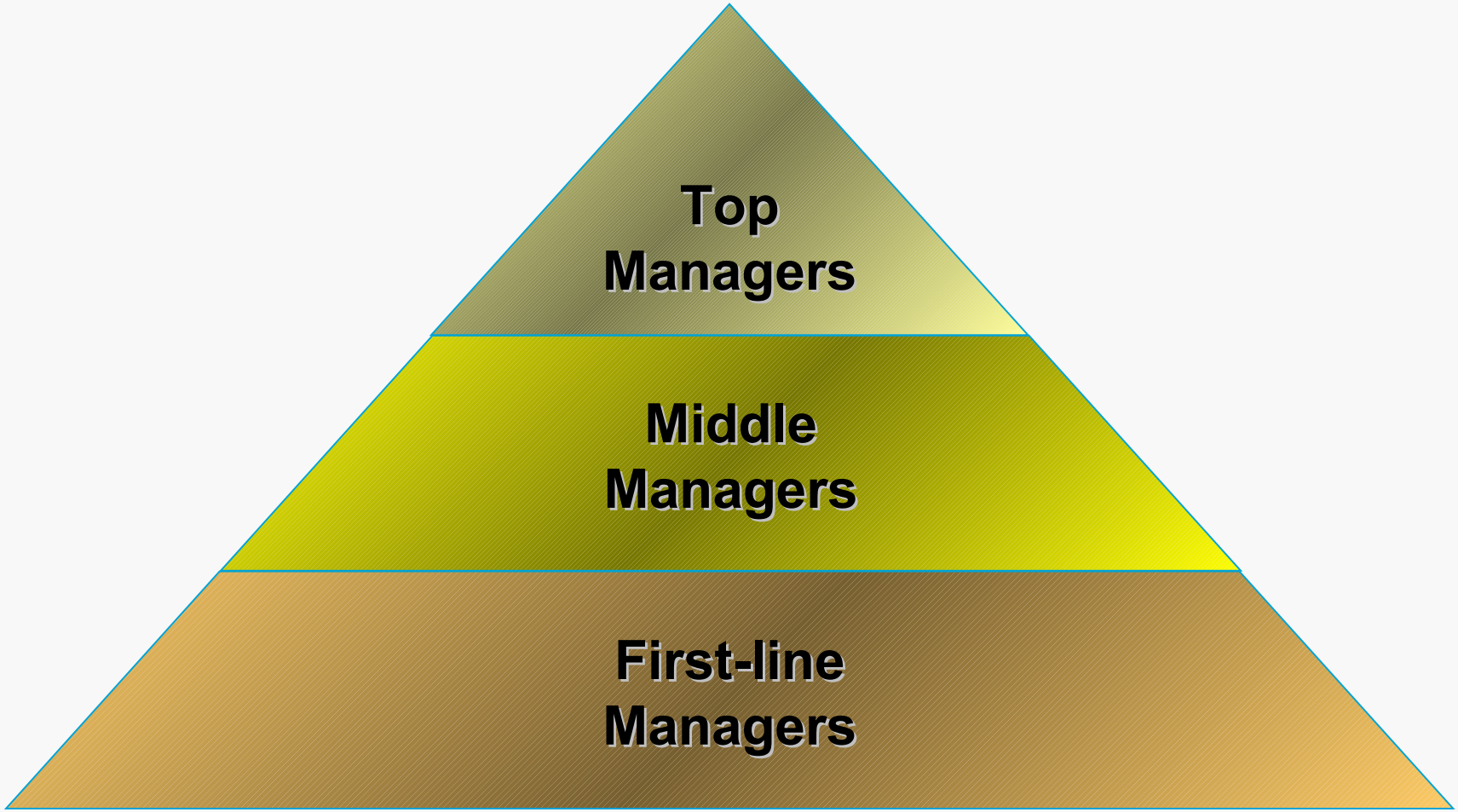
Key personal characteristics for Managerial success

- Emotional stability
- Empathy (seeing from other's point of view)
- Problem solving ability
- Social/HR skills
- Communicative skills
- Decision-making skills

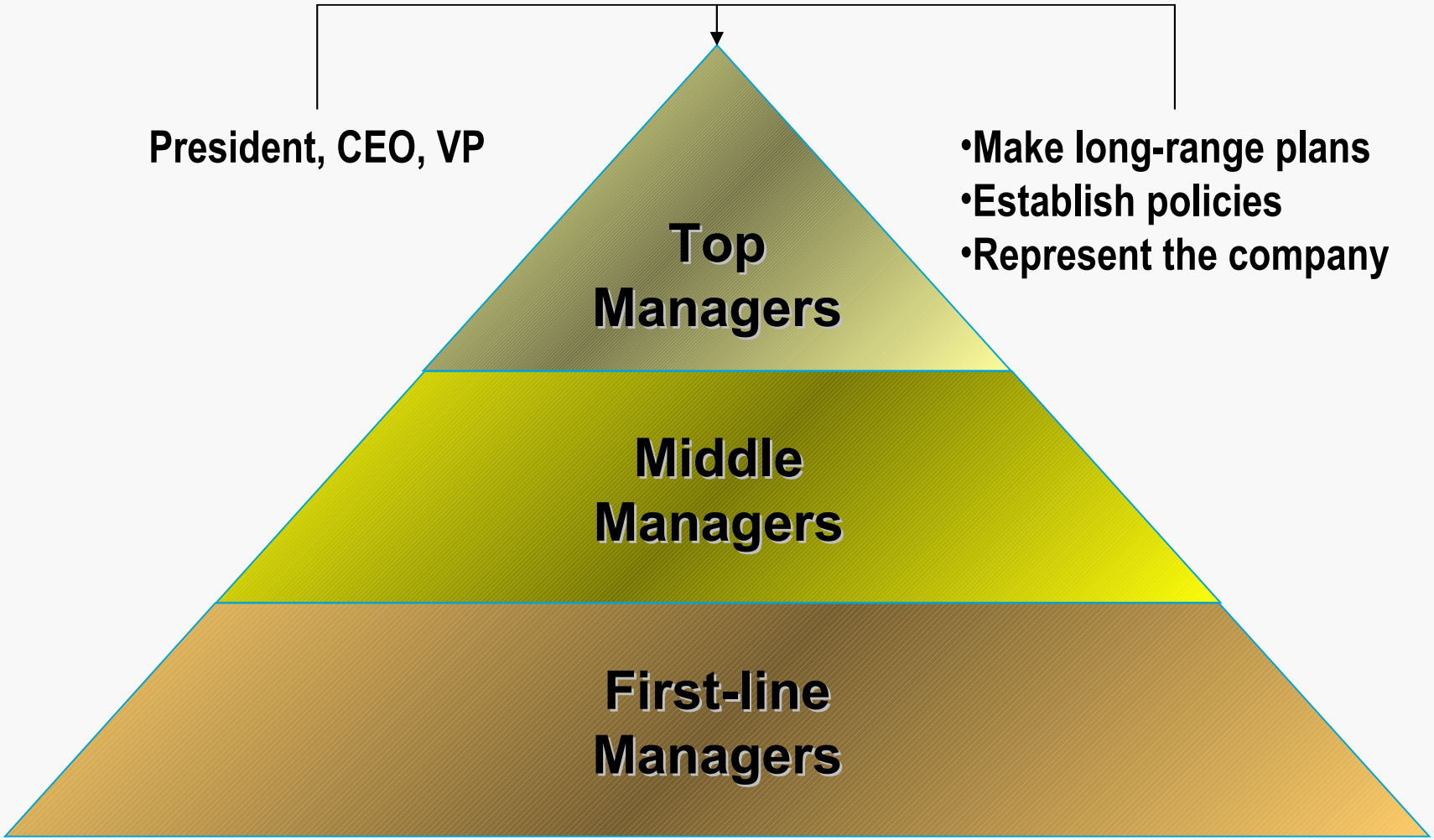
Types of Managers

- Top Management: executives
  - CEO
  - President
  - VP
- Middle Management: directors
  - Project Managers
- First-line management
  - Superintendent
  - Chief Estimator
- Non-supervisory employees

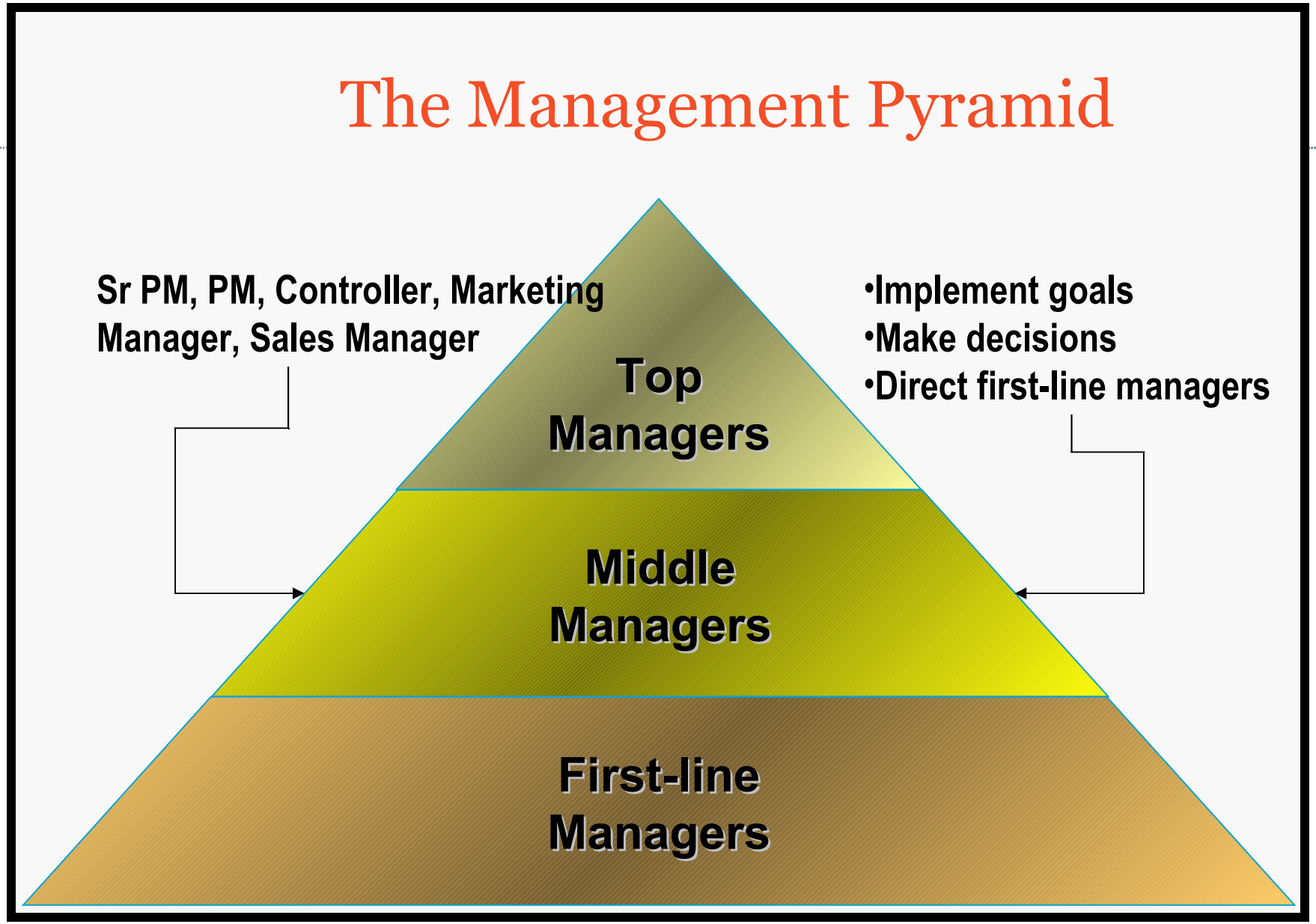
The Management Pyramid



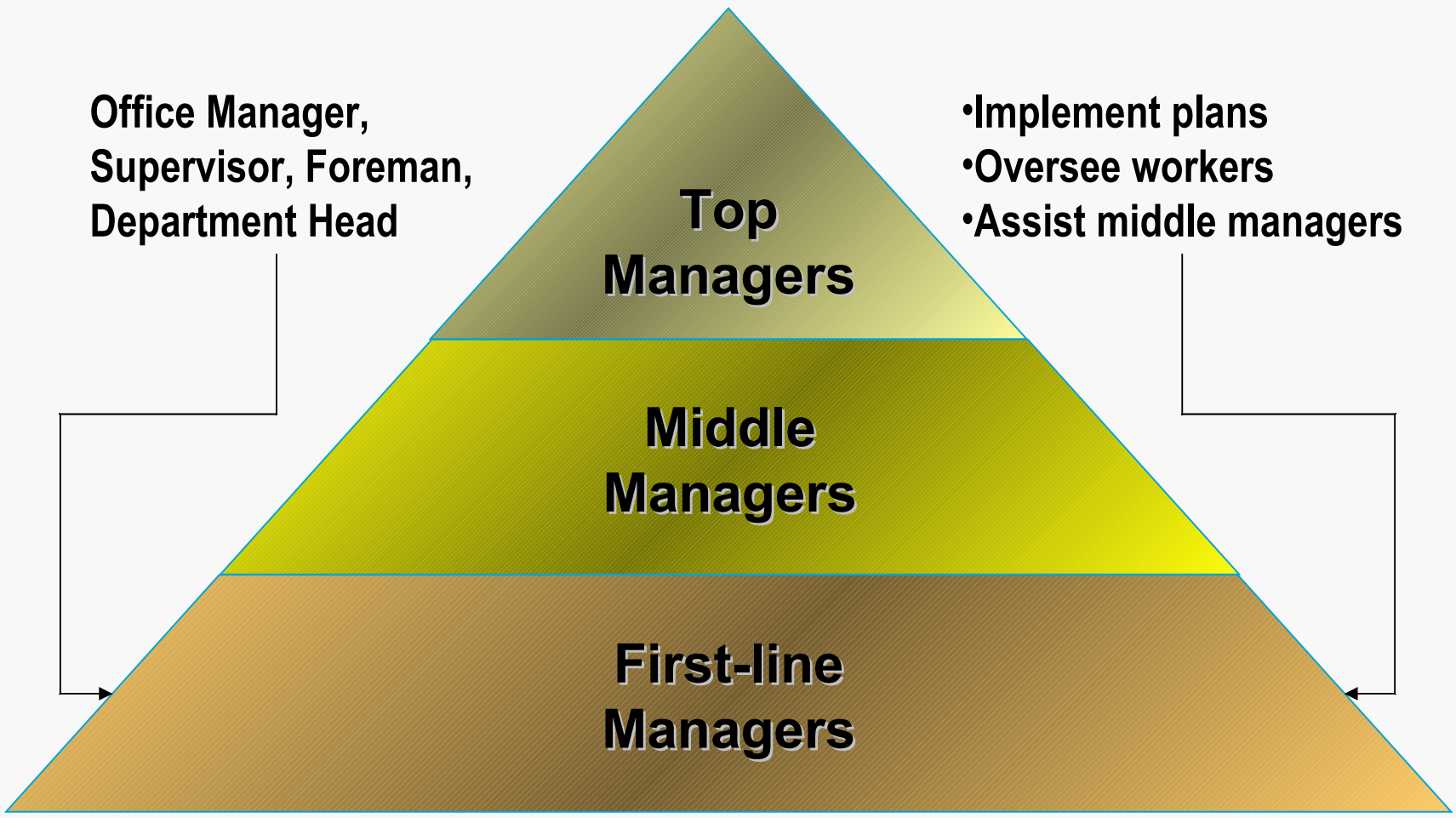
The Management Pyramid



The Management Pyramid

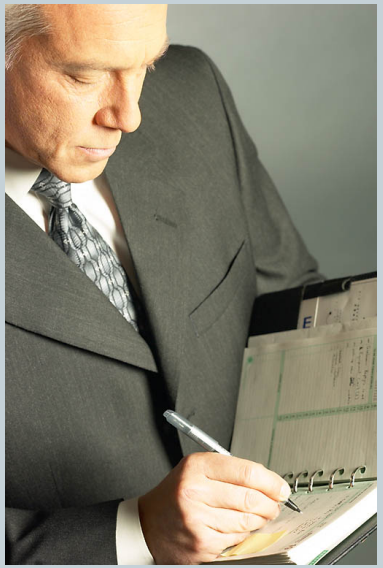


The Management Pyramid



What Managers Do

- Managerial activities differ by
  - The functions managers serve
  - The roles in which managers operate
  - The dimensions of each manager's job



Mintzberg (1975): The Roles of Management

- Roles in interaction: Interpersonal
  - Head of an organization
  - Leader
  - Center of communication
- Communicative roles: Informational
  - Surveillant
  - Information sharer
  - Spokesperson

Mintzberg (1975): The Roles of Management

- Roles in decision making: Decisional
  - Entrepreneur
  - Problem solver
  - Resource allocator
  - Negotiator
- Role as change agent: Innovation
  - The entrepreneurial process
  - The competence building process
  - The renewal process

The Roles of Management

Decisional

Informational

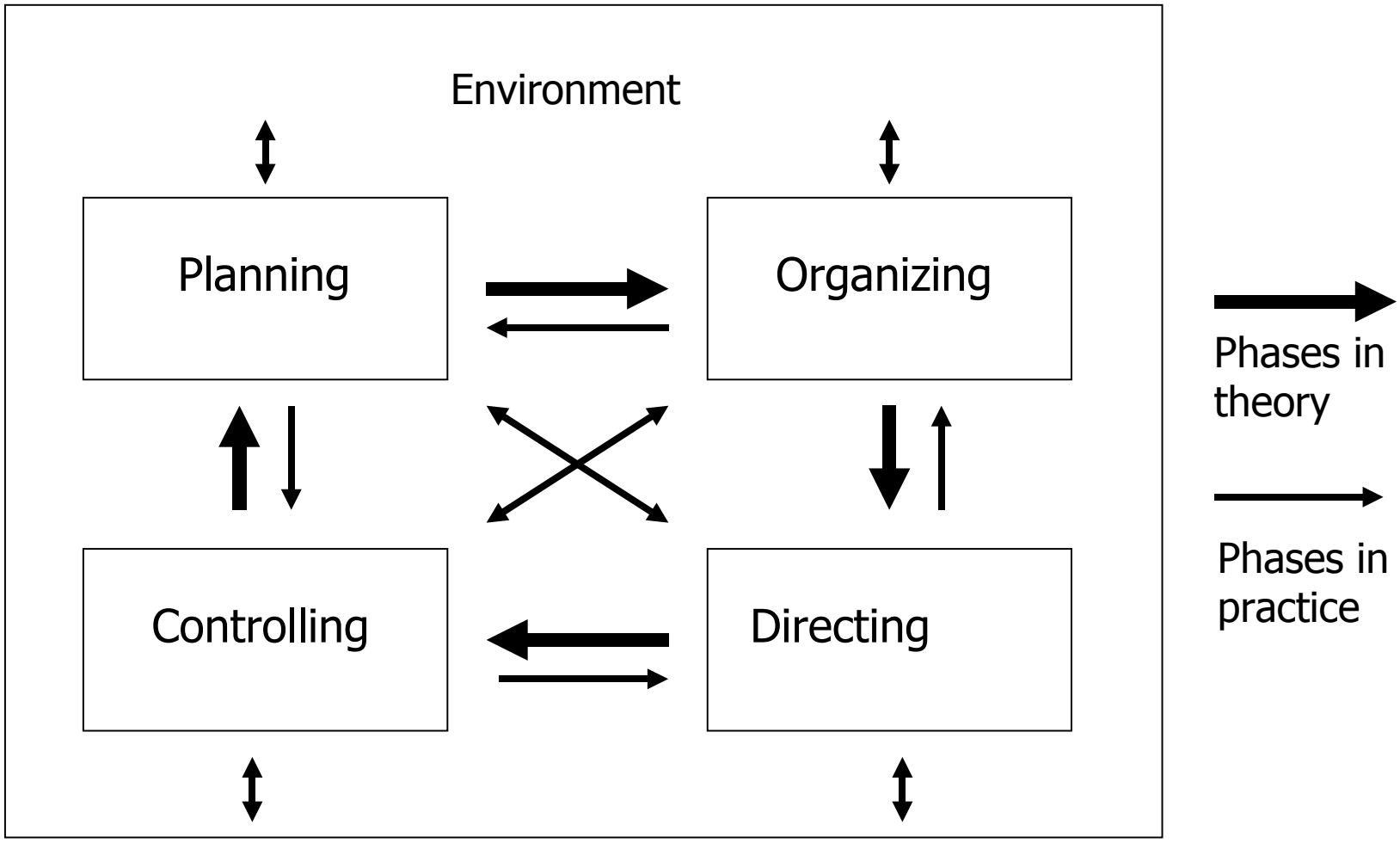
Interpersonal

+ **Innovator**!

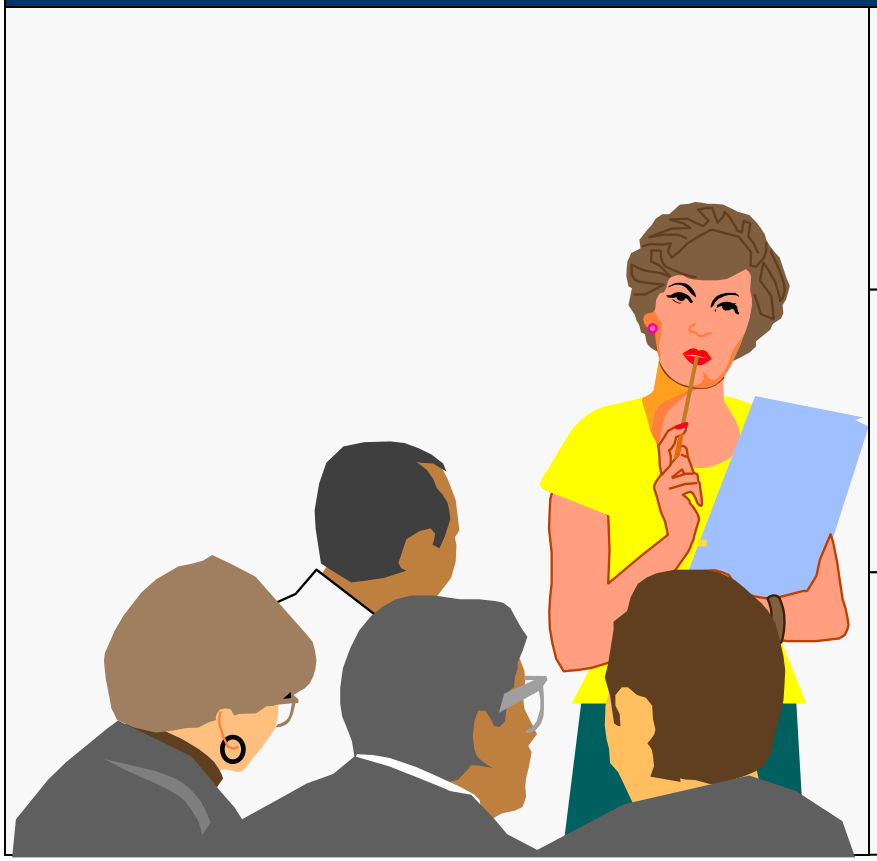
The Functions of Management

- Planning
- Organizing
- *Staffing*
- *Leading*
- Directing
- Controlling

The Functions of Management



Function 1: Planning



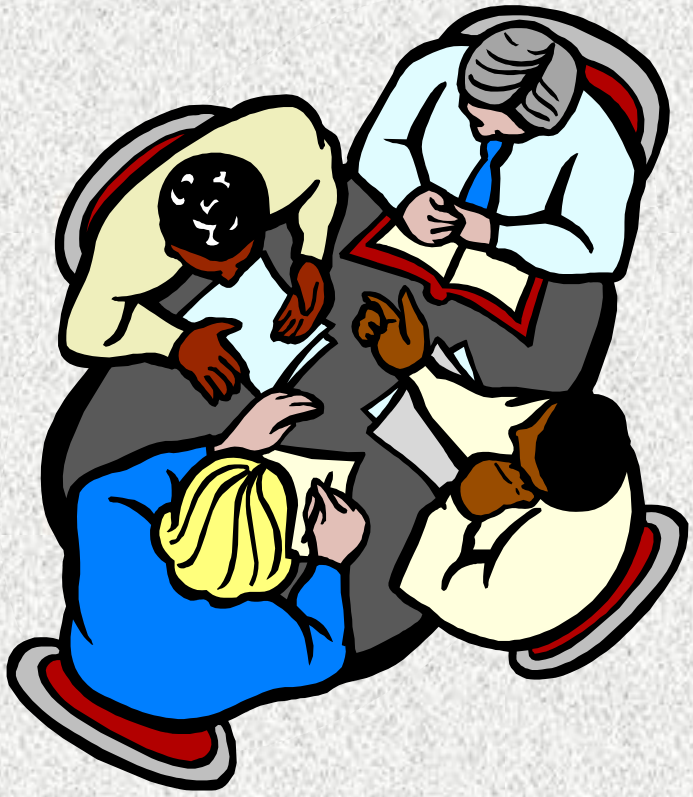
Develop Strategies for Success

Set Goals and Objectives

Develop Action Plans

Function 2: Organizing

Employee Activities
Facilities and Equipment
Decision Making
Supervision
Resource Distribution

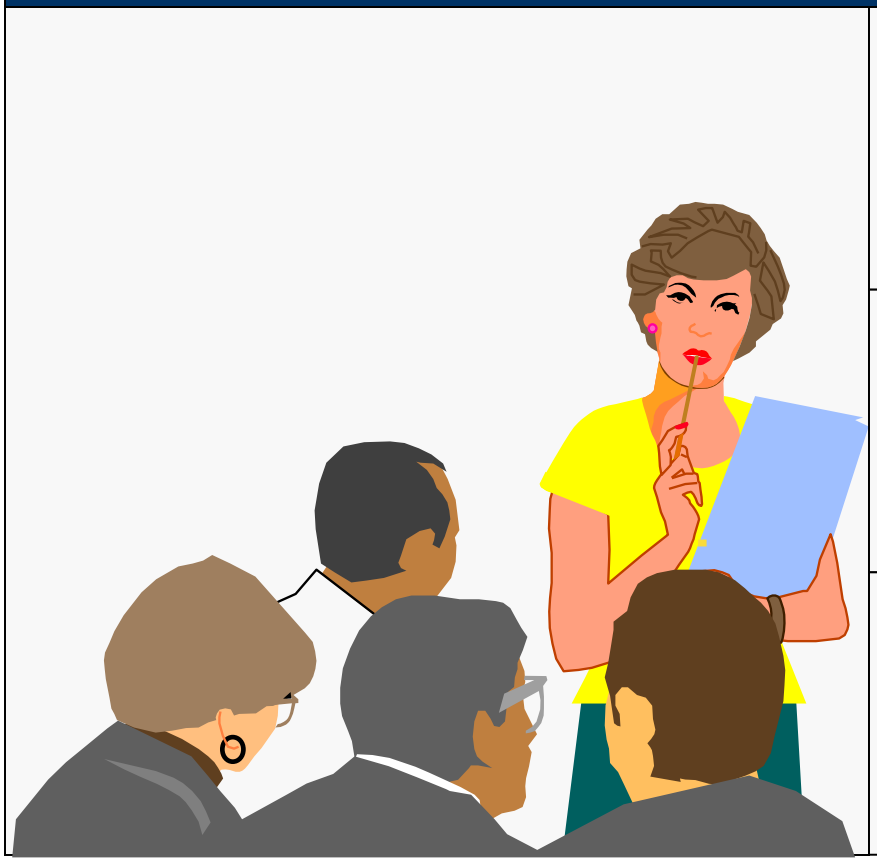


Function 3: Directing

Implementing Plans

Motivating People

Function 4: Controlling



Monitoring Progress

Resetting the Course

Correcting Deviations

Functions of Management Versus Leadership 1/2

- **Management** produces Order and Consistency
- Planning / Budgeting
  - Establish agendas
  - Set time tables
  - Allocate resources
- Organizing / Staffing
  - Provide structure
  - Make job placements
  - Establish rules and procedures

- **Leadership** produces Change and Movement
- Establishing Direction
  - Create a vision
  - Clarify big picture
  - Set strategies
- Aligning People
  - Communicate goals
  - Seek commitment
  - Build teams and coalitions

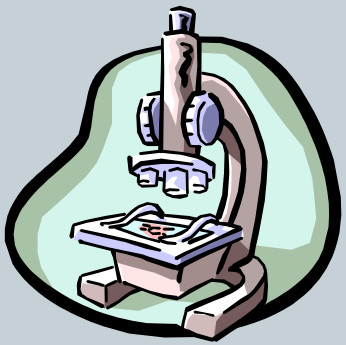
Functions of Management Versus Leadership 2/2

- **Management**
- Controlling / Problem Solving
  - Develop incentives
  - Generate creative solutions
  - Take corrective action

- **Leadership**
- Motivating and Inspiring
  - Inspire and energize
  - Empower subordinates
  - Satisfy unmet needs

John P. Kotter 1990

What Skills Do Managers Need? (Katz 1955)



- **Interpersonal skills**
  - Sensitivity
  - Persuasiveness
  - Empathy

- **Technical skills**
  - Specialized knowledge
  - (Including when and how to use the skills)

- **Conceptual skills**
  - Logical reasoning
  - Judgment
  - Analytical abilities

Importance of Managerial Skills at Different Organizational Levels

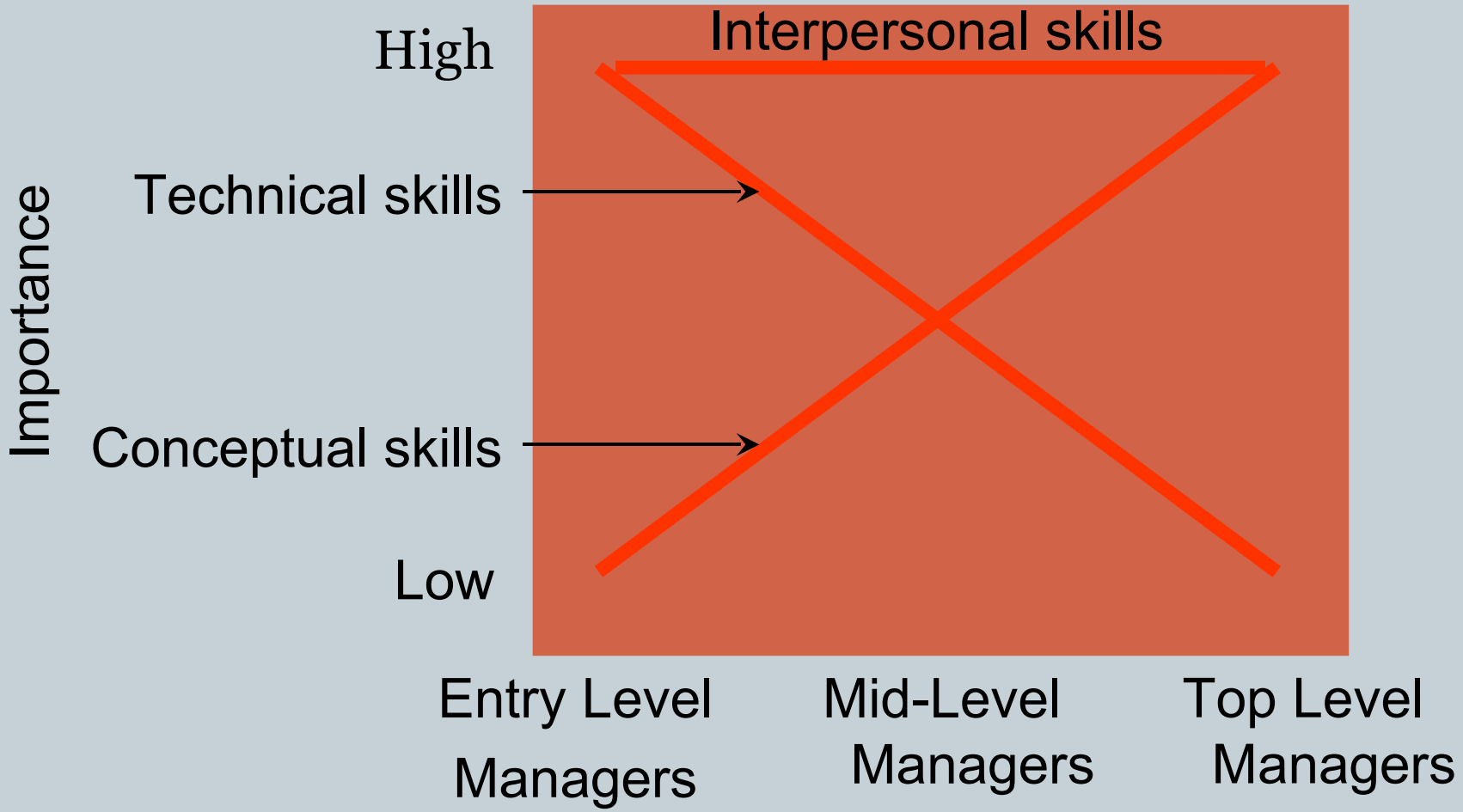
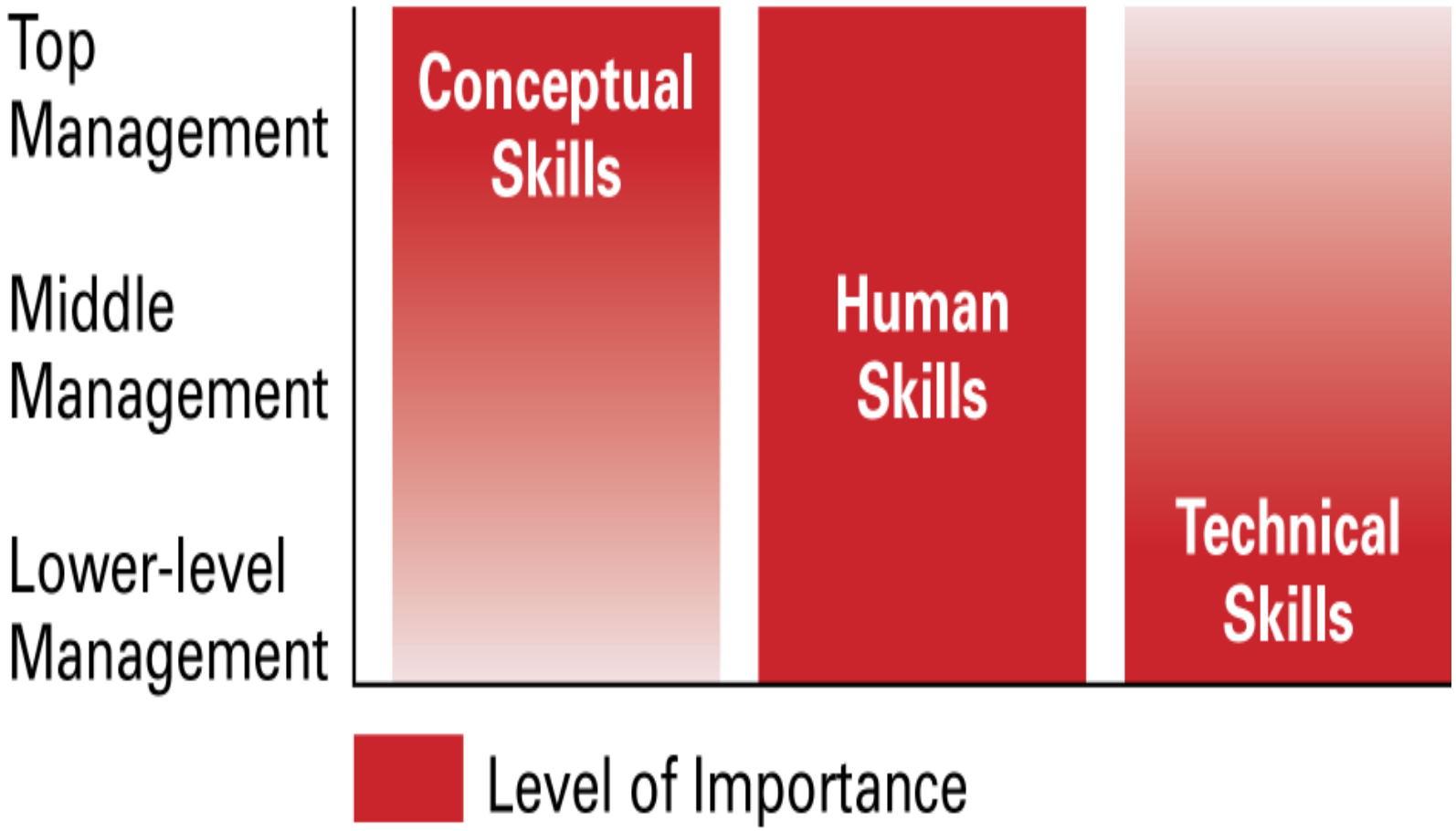


EXHIBIT 1.5: SKILLS NEEDED AT DIFFERENT MANAGEMENT LEVELS



Who Succeeds? Who Doesn't

Potential managerial leaders share traits early on:	Those who don't quite make it:	Those who succeed:
Bright, with outstanding track records	Have been successful, but generally only in one area or type of job.	Have diverse track records, demonstrated ability in many different situations, and a breadth of knowledge of the business or industry.
Have survived stressful situations	Frequently described as moody or volatile. May be able to keep their temper with superiors during crises but are hostile toward peers and subordinates.	Maintain composure in stressful situations, are predictable during crises, are regarded as calm and confident.

Who Succeeds? Who Doesn't

Potential managerial leaders share traits early on:	Those who don't quite make it:	Those who succeed:
Have a few flaws	Cover up problems while trying to fix them. If the problem can't be hidden, they tend to go on the defensive and even blame someone else for it.	Make a few mistakes, but when they do, they admit to them and handle them with poise and grace.
Ambitious and oriented toward problem solving	May attempt to micro-manage a position, ignoring future prospects, may staff with the incorrect people or neglect the talents they have, may depend too much on a single mentor, calling their own decision-making ability into question.	While focusing on problem solutions, keep their minds focused on the next position, help develop competent successors, seek advice from many sources.

Who Succeeds? Who Doesn't

Potential managerial leaders share traits early on:	Those who don't quite make it:	Those who succeed:
Good people skills	May be viewed as charming but political or direct but tactless, cold, and arrogant. People don't like to work with them	Can get along well with different types of people, are outspoken without being offensive, are viewed as direct and diplomatic.

Source: Adapted from M. W. McCall, Jr. and M. M. Lombardo, "Off the Track: Why and How Successful Executives Get Derailed," *Technical Report #21* (Greensboro, N.C.: Center for Creative Leadership, 1983), pp. 9-11.